

**Chief of Naval Operations
Adm. Jonathan Greenert**

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Admiral Greenert: It's good to be in Seattle. We flew in today. I'm going to talk about the Navy, of course, and I'm going to talk about sea power and ships, but I would be remiss if I didn't remind us all, it was mentioned earlier, we have some folks back here recovering in Washington, and they are recovering. We had the memorial service on Sunday, it was wonderful. The President came. He was terrific, everybody was. And there I got to meet the families and they're a resilient bunch.

It's an interesting challenge for those that lead our Naval Sea Systems Command, because they joined up, if they're in the uniform they joined up to build ships, to acquire, to write contracts, to do research, and the civilians were there for years and years. They're there to support. In the [inaudible] they did the same thing. This is such a different challenge for them, such an amazing challenge. But they are pulling together like I couldn't believe, like you wouldn't believe.

Yesterday I went to their executive meeting, if you will, the board meeting. Admiral Willy Hilardes, Vice Admiral Willy Hiladres was running the meeting. They had moved locations of course and they're over at the Maritime Sealift Command. But watching them go through as if they were building a ship. They were organizing memorial funds, flowers, get-togethers for people who had to talk to a counselor. So we'll recover. We'll bring it back together. They will. They're already moving ahead. It will be a long time and that's just the way it is. My experience from 9/11, I happened to be in the building. These things take time.

So when you put your head on your pillow tonight, if you would please, just say a prayer for them, for their continued recovery and we'll get things back on track. Trust me.

A lot of people have said boy, I don't know what it's like. It must be tough being you, and all that. You've got all these challenges. Ladies and gentlemen, I've got the best job in the world. Bar none. I'm very very happy to be where I am. I am so honored and privileged to be where I am. Because I get to lead 630,000 people -- 320,000 active duty, a bunch of sailors, as Congressman Kilmer mentioned. You go over to the Peninsula, you go up to Whidbey where I'll be later today, Bremerton, anywhere, and they are so motivated. And it's not about money, it's not about -- It's about something bigger than themselves and that's what they're about.

We have 110,000 reservists who are doing a great job, and of course 200,000 civilians. Our civilian shipmates who I refer to, and they are tremendously dedicated.

We have 285 ships out there today. Ninety-five of them are deployed. Precisely one-third deployed. Twenty years ago we had 25 percent of the fleet deployed. Ten years ago we had 30

percent of the fleet deployed. Now we have about a third of the fleet deployed. So you can see there's a pattern here as we have more and more out and about, but we are out there and I'll talk a little bit about that.

My responsibility is to provide, to organize, train and equip; to build the ships of tomorrow; and more importantly, to bring the people in, to get them trained and put in place a force for the future, a diverse force for the future that will be relevant to the future that we have.

So presence is our mandate. If you say, so what do you do? I say hey, we're present. And as I look at the world today and as I look in the future and I look at our strategy, regardless of sequestration, we have to be where it matters and we have to be there when it matters and we have to be ready at that time.

You saw it, it's going on today in the Eastern Mediterranean in the Red Sea. They said hey, we want to do something here in Syria. We said okay, what do you want to do? They said are you ready? We said yeah, we're here. What do you want to do? Here are your options. They said okay, stand by. So we are. We remained a threat along with the joint force, but we're there all the time, your folks are there, waiting and we remained the threat to Assad to carry on with this potential deal of chemical weapons.

But where does it start? Can I have the first graphic?

Hopefully you can see this, the world. You've got to start somewhere. Seventy percent of it is water. You say, I knew that. Eighty percent of the people live near water. You say, I think I knew that. But 90 percent of all the stuff out there travels by water and it travels through different areas of the world, and you can sort of make out there, that really pretty much matter, and we have to have 100 percent of the time access to these areas that are most important. I call them the crossroads. There's where things come together, and I think all of you know and understand, especially here in Seattle, that we are tremendously interconnected. We in the business and anywhere. So you don't make anything, per se, right, with all the equipment in that area. You have to get it, bring it together where you assemble many things. So the world is not only flat, it is hyper-connected in that regard.

So where these go through, next one please, I kind of looked at this as I was taking the watch and said where does all this stuff come through and what goes through? There are about six of them that I think have the vast majority. I call them the maritime crossroads -- I don't like the term choke point. That has a different connotation to me. I say you know, I tell my board room, my leaders, we've got to have access to these maritime crossroads. This is what we've got to do because in the case of Gibraltar where 50 percent of the world's traffic goes through, 10 percent goes down there by the Red Sea where we're hanging out right now, Bab el-Mandeb Strait. And of course the Strait of Hormuz. A third of all the petroleum, almost all of Asia's energy comes out of there.

As I was talking to my friend the Pakistani Navy chief, he said one hundred percent of mine comes out of there. So he's very interested in that particular part of the world.

So disruption in any of these crossroads is a big problem. It's a big problem for the world economy, and that's effectively why we exist. It's for a lot of other things but that's, to me, the bottom line.

And by the way, it includes the Arctic, too. And I'll give you a little bit about that. But how we get access to these important places is important.

The dots -- those are our bases. That's where we are. And let's not forget, all the way out here to Guam.

But I call your attention to the squares. Those are what I call the places of the world. That is generally our allies or friends. It can be somebody we have an alliance with or it's an ad hoc friend that provides us the means to restock, resupply, repair, bring logistics in or operate out of.

If you go to the left you see Rota, Spain out there by Gibraltar. They've invited us to bring four destroyers in there. These are ballistic missile defense capable destroyers that we'll be moving four ships there over the next two years. That will take care of our issues in the Mediterranean.

Today I have to set aside ten destroyers to rotate over there. When we get in that, our coverage in the Mediterranean day in and day out will be taken care of.

And as you move through the Mediterranean there, you can see it's all the way down to Djibouti here. You say, Djibouti? I say yeah, Djibouti. A pretty important site. We go in there to refuel. There's a very large airfield, twice the size of Boeing's field here, that we operate out of.

My folks came to me a year and a half ago and they said hey, they want us to be the executive agent for Djibouti. I said we have to be. They go, are you crazy, Admiral? We don't want to do it. What's that got to do with us? I say, I call your attention to that, because we've got to have control of that.

Bahrain up in the Arabian Gulf, I think everybody's pretty familiar with that. That relationship is very important and they allow us in there and we are expanding there. We are forwards stationing ships there and in the near future we will forward deploy.

The difference between forward stationing and forward deploying is if you have a forward deployed naval force you have the sailors there, the ships there, the families there. That's a big investment by the country because they're going to take care of them.

So you work your way down here, Diego Garcia. Singapore. Singapore has offered and we have taken them up to put four what we call Littoral Combat Ships. They're about 2500-3000 ton like an escort, I'll show you a picture here. They've said we can forward station there. So they'll bring the families in, they'll bring the ships here and you can rotate the crews.

So that brings us all that Southeast Asia piece and that's the kind of ship that resonates with what we need in Southeast Asia.

The Australians said you can operate your amphibious ships and Marines, forward deploy your Marines out of Darwin. Up to about 2500. That's a Marine Expeditionary Unit. A big deal. That brings this whole Southeast Asia piece with a whole host of capabilities that again, resonates with that area.

Again, we have the Philippines, we have Japan, and we've got Korea. Very very important areas.

I'm looking to expand our ship count in Japan by two. The Japanese said I think that might be a good idea. So two more destroyers. As we look to modernize. And I'll talk in just a minute about Asia and that rebalance.

And last but not least, Guantanamo Bay. Do not forget that we're still in Cuba and we've got a great airfield, deep water, a natural deep water port. And we've used that as recent as the Haiti earthquake, if you remember that. You might remember, gee, I thought that was a maritime sealift. It was eventually, but until then there were actually [eight] ships and Marines going ashore. We actually had a Marine landing in Haiti during that period of time, bringing a lot of comfort in there.

So it's really putting these things together to be where it matters when it matters, and we deploy today, these ships. You add it all up, you get 97 ships forward deployed, out and about. The majority are in Asia as you can see there in the center piece. The Arabian Gulf's not doing so bad either under the circumstances today.

I use the term non-rotational up there. And non-rotational is that piece I was saying where you're forward stationed, where you're forward deployed. The ship is there. Sometimes the crew is there. Sometimes you rotate the crew. And the more we get in non-rotational, the more money, time and effort and ship hours, if you will, you said by rotating them through.

It takes four ships in the continental United States to keep one forward, because one is there, one's on its way back, one's getting ready to come over, and one is in deep maintenance. So if we can keep one forward, we get great leverage.

So I spend a lot of my time being where it matters, when it matters, at the crossroads, as non-rotational as possible, as we look into the future. Because of sequestration, this is what we're about, this is what your Navy is designed to do. The Asia Pacific is really, still remains the key as we want to do that rebalance.

So despite all the emergent issues, there's the whole business along the North African coast down into the Middle East. There's Syria, as I mentioned before. A lot of other things going on.

We are still rebalancing to the Asia Pacific. It is going on.

I mentioned the Littoral Combat Ship to Singapore. We've got the first ship over there doing a deployment and it's a tangible piece of this movement. We will increase the number of ships over in the Asia Pacific as we go through the decade where we have about, as you can see, 53.

That will migrate up toward about 63 by the end of this decade. That's the plan. We build ships and move them over there.

It's about forces. Our newest aircraft, at the table here we were talking about the Joint Strike Fighter, the F-35 that Lockheed is building. Its first deployment will be in the Asia Pacific. Boeing builds our P-8. It's a great aircraft. It's doing tremendously well. Its first deployment will be in the Asia Pacific.

We're building a Global Hawk, like a marinized Global Hawk. Its first deployment will be in the Asia Pacific. You get the pattern. So it is about forces to the Asia Pacific.

When we benchmark the capabilities, we build new equipment, design more capability, anti-submarine warfare, electronic warfare, anti-ship ballistic missile, all of those we benchmark to the Asia Pacific so it's about capabilities as well.

We are, as we build these ships and as we bring them out of overhaul, we're migrating to have 60 percent of our ships homeported to the West, 40 percent to the East. We used to be 50/50 and we're migrating that direction. So we'll be 60/40, West to East, by the end of this decade.

But most importantly, it's about shifting our intellectual capacity. That's my term. What that means is much more engagement with our Asia Pacific allies, potential allies, and folks that, well, they're neither, and getting into a decent dialogue. Increase our exercises, more talks, and understand the area, understand each other.

So just a few weeks ago I sat down with my counterpart for the Peoples Liberation Army/Navy, the Chinese Navy, Admiral Wu Shengli. What a week. He came to San Diego. He brought four captains -- usually you bring an entourage of admirals, and he said no, I'm bringing my captains over. He brought the captain of the new carrier; the first guy to land on the carrier, so a pilot; a destroyerman; a submariner; and a Marine. Then he brought a two star admiral who took notes, oddly enough. He sent the captains out to understand how we manage things. Where they are in their Navy, they've got technology coming in, they want to move ahead, they have a plan, but they have to understand how do you manage this thing?

So I'm going to give you an example. They said you know, China has an aircraft carrier. Okay, China has an aircraft carrier. And they have airplanes landing on it. Yeah, they do. They have five airplanes that have landed 26 times on an aircraft carrier. So to us, you say what, they've got five test pilots. Yeah, they do. And they have a test aircraft carrier, and they do. So they're moving along in a deliberate manner, but it's a long, long way before you have an operational aircraft carrier with a squadron and an air wing and you take it to sea with other ships and you can sustain it. And they realize that. And they want to talk to us about how do you do this? How do you organize your people? Do you really turn all these things over to petty officers and chief petty officers? We say yes, we do. Would you like to meet them? He said yes, I would.

We sat in a room like this with chief petty officers. He went up and said a few words, translation, and thought, does anybody want to ask me any questions? And he actually expected a few questions. There was a line almost out the door of our chiefs grabbing the microphone and

asking very insightful questions about what he views in leadership from gender to how people advance to how do you retain people, where do they live, how do you get them to advance in the Chinese Navy. He was blown away by the whole concept.

So what am I here to tell you? That there's great interest. We talked a good bit about how do we organize the protocols in the South China Sea. He and I agreed, when two ships meet out in the international waters of the world they should not stare at each other. They should say hello, how are you? I hope you're having a good morning. Welcome to the open sea, if you will, which is what mariners have done in the test of time.

Anyway, we've got some work to do there. We're moving in a deliberate manner. It's a philosophy and the policy of our Department of Defense and we're taking that. So I was glad to be a part of it.

We're moving on, like I said, in the Asia Pacific region. More exercises with Japan, higher end; more exercises with Korea, higher end. Ballistic missile defense. Amphibious operations. Australia has moved out. They want to increase submarine operations with us. And it goes on. So there's a huge movement in intellectual capacity that I think you need to be aware of.

For this next year, really for my tenure, a few things I want to focus on. One, the undersea domain.

This is just kind of a pictorial of the undersea domain and all that goes in it. You see war ships, you see stuff on the bottom, you see submarines, you see helicopters, you see planes and you see satellites, and all of that is the undersea domain, ladies and gentlemen, and it's the connection of all of that in an international scale that we'll need to do to understand and to dominate that under-sea domain.

We have done it for years. This Pacific Northwest is a tremendous contributor to that. We have it now and it is my job to ensure for you that we own the undersea domain forever. And right now we do, and we will. It's a whole bunch of this coming together in various and sundry ways.

A lot of it, autonomous unmanned underwater vehicle -- that will be a big deal for our future.

It's the electromagnetic spectrum. You say okay, what's that about? Well, here's what it's about. We go out to sea on our ships and we are throwing electromagnetic energy into the atmosphere. You say wait a minute, I think I remember that if I served years ago. We used to have a thing called emission control. The Soviets used to listen to that and go you're right. Then the Soviet Union went away but there are others here today. And everything from a WiFi to a cell phone to a radar to communications and there's across the spectrum, we are just kind of spewing it out there and we don't know how much it is because we've never really had a threat. And we did this years and years ago under -- We had such an acoustic advantage we didn't worry how loud we were. We could hear anybody until we couldn't, and then we realized, hey, we've really got to shut this down and understand what frequency, what level, and all that's about. We've got to do that here. It's from aircraft as you see, manned and unmanned. It's the famous E2 and what it delivers. It's the command ship that's also out there in the field. All that

coming together. That's a huge thing. But number one, we've got to get our electromagnetic hygiene correct. We've got to understand our signature. It's a cultural change out in the fleet and we're on it.

We need to continue to integrate with the Marine Corps. They are coming out of the MidEast, and that ground force, and we need to get back together like we used to. And it's going to be a little different. It's not just about three ships, one a big deck helicopter ship and two with gates that come down and here comes the landing force. It's much more tailored. It's much more deliberate. I'll show you some of the ships we're building here and where the Marines and we're going to fit in.

This is the Littoral Combat Ship. There are two versions of this. We have 24 of these -- 12 of each -- under contract right now. So you say okay, so what? It's got a flight deck. But inside, it's got a back gate, it's got a side gate, and you can see, this is all open underneath here. Hangar bay for helos here.

In this particular case they can do mine warfare. These are unmanned. They look like little torpedoes, the little unmanned things that go out and find mines. But it's putting perhaps a platoon of Marines on this or other things. It's a modular design, fit for the future. And this ship is literally down in Singapore operating.

Next one, please.

It has another version which is a much wider flight deck, it's 100 feet wide, and it's a trimaran. Very fast. They go about 40 knots. Again, if you look at the internals, you can see it's got a gate back here, and this is a rail to launch things and a lot of room underneath.

The key here folks is modularity. Develop payloads, not platforms. Platforms bring it along, defend it, fine. But bringing the payloads in as lethal or as useful as possible.

Next one, please.

So what can you do? Well, this isn't the MOB. It's the Mobile Landing Platform. It took us 18 years since the Mobile Operating Base.

This is a former tanker, built out at Unasco, down in San Diego. So you can see it kind of looks like a tanker, except you take the center piece and instead of having tanks in there, these guys can ballast this platform up and down. So this is an air cushion driving trucks, and those are MRAPs, the anti-mine things. That's a fleet hospital. It has a command and control area here. Classified/unclassified. So you can do operations from that.

That's a nice cartoon, what's the real ship look like?

It looks like that. We have this. It's up at Everett actually. It's fitting out, finishing. It's been delivered to us and we're going to commission it pretty soon.

That's what it looks like, leaving San Diego. It's about a thousand feet long. Then if you ballast it down it looks like that. And that's in sea trials.

So we said to the builder, a nice guy, we said how much does this cost? He said I'll give it you for \$500 million. We said can you put a flight deck on that? If we could use this and park it off of Somalia and Yemen and Libya and the Eastern Mediterranean instead of a big deck amphib which should be doing other things, you know, to chase banditos. They said yeah, I can do that. It will look like this. We have helicopters, and right here like I said, command and control or a hospital. You can do maintenance here.

I said can that hold an F-35B? The vertical takeoff and landing craft? He said yeah, we can do that. We'll have to get some asbestos rugs for the deck or something due to the wash, and we'll take care of that.

The one I showed you before is delivered. There's another one about 70 percent done and this one we want to put under contract this year and the next year, and we have support and it's defined.

The Special Operations Forces will run from this. They've come aboard and looked and said here's what I need. We said we'll put it in. So two of these and two of the previous as we work toward the Marines and expeditionary operations for the future.

Next one, please.

This is a Joint High Speed Vessel. It looks like a variant. Yeah, it's built by a company that makes ferries down at Hobart. And they build these down in Mobile, Alabama. We're going to build 11, we have 3 right now. Two are out operating. And it has this gate here which will hold a tank, actually. They tested it, not with a tank, but something as heavy as it. And inside it has kind of a bit of room that you can bring things in. This is a forklift. Bring things in and off, chalk it down. You can bring up to 300 soldiers. Now they don't stay overnight and hang out, Marines or soldiers, but this thing goes 40 knots so you can move them quite far in a day. Medical facility, feeding facility.

So it's about utility, it's about modularity, bring the payloads on. We're still building warships. We build the best destroyers around. They are Aegis capable ballistic missile defense. We build cruisers. We build submarines. But there's another type of ship than we can build that can resonate with the kinds of things that we'll need out in the future.

Lastly, the Arctic. I showed you that thing and I very proudly said we've got 53 ships in Asia and you say what have you got in the Arctic? I go aaahh. An average of one submarine a year that operates in and around that area.

So these are, some folks say, the probable tracks that folks will go. The Canadians, when I talked to them said I don't think you have this exactly right. But the point is, there will be crossroads up there of some sort in the future.

The question that we ask ourselves and our folks in Northern Europe, the Canadians, the Coast Guard. We speak together. When do we think this will be truly passable where there will be significant travel? Number one. We think early into the next decade. Number two -- Maybe sooner. Number two, what is the threat up there? Is there a threat? And how do we know what we think we know? Are there disputes on territory up there? Who will be up there? That will define what we need for security because freedom of navigation and a secure -- Remember I showed you before, the crossroads, making sure we're where we need to be, will be the question. We'll adapt and adopt our track accordingly or our deployments accordingly.

The ships we build today, the systems we build today have to be able to survive in the Arctic. It's a requirement. We learned a pretty tough lesson when we went to the Gulf years ago. We thought about dust, heat, a lot of salt water, warm salt water and what it does for systems. So we've recovered from that, we're starting to think ahead.

Lastly, things that are on my mind, very important in the near term, and again, it will be on my mind for the rest of my time. The issue of sexual assault. It is a fact in our military. We are focused on it. There are really four key areas that we are spending our time. One is the prevention; two is the victim advocacy; three is prosecution; and four is the accountability for the perpetrator.

The victim advocacy, prosecution and the accountability, we work a lot on at headquarters. That's the stuff you see we talk to the Congress about. How do we do this right? What's the right way to go? And there are a lot of people doing a lot of good things.

The difference will be the prevention. It will be our folks, our leadership, turning inside and saying no more, we've got to stop this, we've got to have the right climate. Our kids deserve a place of security and safety to operate in, if you will, and to come and work. That to me is going to be key, and that's what I talk to my people about all the time.

That's a challenge for our time. We'll be on it, I can assure you.

That's it. Underwriting it all, as I kind of started this off talking about our engineers and all that, are our people. This is the 40th Anniversary of the All-Volunteer Force this year -- 40 years, if you can believe it, and it remains our asymmetric advantage. And I saw it in spades a couple of weeks ago when Wu Shengli came over. It's what we have.

These are your sons and daughters, nephews and nieces, and granddaughters, as the case may be. I thank you for allowing us to have them serve with us. They make us who we are, the finest Navy in the world.

I'll take your questions. Thank you.

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